

Spatial Planning, Transportation and Development Management Business Plan 2006/2007

Foreword and Summary of Services Provided

The Spatial Planning, Transportation and Development Management Group has three main roles.

1. Developing and maintaining a strategic spatial framework,
2. Securing the delivery of key elements of this framework, and
3. Monitoring and analysis of key strategic issues.

Devon is one of the fastest growing counties in the UK and experiences above average house prices, a falling birth rate, and limited brownfield opportunities, an ageing population, high car dependency, unequal accessibility to key journey destinations, low average wages and growing mobility and affluence. The Spatial Planning Group plays a significant role in planning and protecting the wellbeing of Devon and its communities, particularly in terms of the provision of sustainable communities and sustainable transport.

The team is facing up to the challenges of the Government's planning reforms, its consultation papers on PPS3 and the Planning Gain Supplement, the rising priority attached to sustainable development and sustainability appraisal, climate change, development pressures and the associated transport implications of spatial development.

The Spatial Planning, Transportation and Development Management Team is at the forefront of these changes, and in particular the duty on those involved in planning to contribute to the achievement of sustainable development. The breadth of the team's work reflects the rapid changes Devon is experiencing.

Some key statistics highlight the challenges we face:

- The population of Devon has been rising at an average of 4,900 per year over the last 10 years.
- House prices in Devon increased by 131% between 1997 and 2002 (Source: National Housing Federation, 2003).
- In 2001, only 19% of Devon's households did not have a car. (Source: 2001 Census)
- 81% of Devon's households have a car compared to 76% in 1991. (Source: Devon Strategic Partnership, Focus on Devon, 2004)

Achievements

- Local Transport Plan - Submitting the provisional Local Transport Plan and associated programme delivery.
- Transport Innovation Fund - Submission of Devon's bid and East of Exeter land use and transport strategy development.
- South West Regional Spatial Strategy - Assisting the county's leaders in developing and editing the draft Regional Spatial strategy [RSS] for the South West of England.
- New Communities - Progressing the development and strategic delivery of Devon's New Communities at Cranbrook and Sherford, including agreements and bids to Central Government for further infrastructure funding.
- Climate Change - Development and publication of Devon County Council's Climate Change Strategy.
- Cycle Demonstration Town - Playing a lead role with Exeter City Council in Exeter being awarded Cycle Demonstration Town Status bringing in an extra £1.5million over the next 3 years.
- Revised Waste Local Plan published and local inquiry held.

- Minerals and Waste local development milestones achieved.

Cross Cutting Initiatives

In addition the group has contributed to a wide range of cross directorate initiatives including:

- The Devon Climate Change Strategy.
- Local Development Framework Briefing Papers.
- Planning applications, Section 106 Agreements and major strategic developments (e.g. Sherford New Community).
- Comprehensive Performance Assessment and Job Evaluation.
- Devon Local Area Agreement
- Devon Community Strategy.
- Devon County Council's approach to culture.
- Age structure, training and workplace succession.

1. Context for the Spatial Planning, Transportation and Development Management Business Plan

Devon County Council is the largest council in the South West region; the Council employs 17,500 FTEs, has 900 buildings and has a capital budget of £669 million in 2006/2007. The overall aims of the Council are encapsulated in the Strategic Plan 2006 – 2011.

Devon Community Strategy

A Community Strategy for Devon was agreed by the Devon Strategic Partnership and adopted by Devon County Council in 2004, setting out a vision for Devon in 2015. The partner organisations, influenced by what the people of Devon have said in local and countywide surveys, set out the following goals set out in the **Community Strategy**

Community Strategy Goals:

1. Homes for all: Building for the future.
2. Improving the life chances of children and young people.
3. Protecting and improving our outstanding environment.
4. Working for sustainable wealth creation.
5. Making Devon an even safer place.
6. A County for everyone
7. Promoting a healthy and caring Devon.

http://www.devonsp.org.uk/community_strategy/Community%20Strat%202004.pdf

Through the **Local Area Agreement** (LAA), public funding can be used in more flexible ways to assist with the delivery of local priorities. The County Council and partner organisations have identified a number of priorities relating to the community strategy goals which are now being pursued through the LAA.

The Council has also agreed a **Local Public Service Agreement** (LPSA) with central Government which sets out a number of stretching targets which the Council and partner organisations will seek to deliver over the next 3 years. These targets relate to the shared priorities the Council is pursuing through the LAA. If the Council and its partners succeed, a significant financial reward will be payable.

The **County Council's Strategic Plan** is guided by and makes a direct contribution to the Community Strategy, the LAA and the LPSA 2. In particular the Strategic Plan focuses on those aspects of the Community Strategy, the LAA and the LPSA that the Council has a lead role in.

The County Council's five priorities:

1. Giving Devon's children and young people the best possible start in life.
2. Strengthening Devon's economy.
3. Celebrating Devon's culture.
4. Improving Devon's environment.
5. Promoting Independence and choice for Devon's adults.

Across these priorities the Council has developed the cross-cutting theme of *Making Devon Greener*.

For details on these priorities see:

http://www.devon.gov.uk/index/your_council/improving_our_services/strategicplan.htm

Whilst pursuing these priorities and through daily service provision, the County Council has identified supporting strategies:

1. Connecting with Devon's communities.
2. Providing excellent customer service.
3. Delivering through people.
4. Providing better value for money.

Directorate Management Plan

The Environment, Economy and Culture Directorate Management Plan, makes a direct contribution to the Community Strategy, the LAA, the LPSA2 and the Devon County Council Strategic Plan. In particular the Directorate Management Plan focuses on those aspects that the Environment, Economy and Culture Directorate will have a lead on.

The priorities for the directorate are:

1. Ensure Devon County Council is significantly represented in the Regional Spatial Strategy.
2. Local Transport Plan: deliver schemes in the 2006-2007.
3. Implement Strategies that avoid the Landfill Allowance tax fine.
4. Deliver the Capital Programme within budget and within timescales
5. Strengthen Devon's economy.
6. Implement Devon Library Improvement Plan.
7. Improving Devon's environment.
8. To promote and enhance Devon's culture.

These priorities and how they contribute to the Community Strategy and the Strategic Plan can be seen in the Action Plans on pages 10 -30. These focus on the targets, resources and risks that will ensure the Directorate's work is focused on delivery of its priorities. The Action Plans will be monitored quarterly through the performance management framework, and will report to the Directorate Management Board and ultimately to the Corporate Management Board.

The Spatial Planning, Transportation and Development Management Business Plan contributes to the Directorate Management Plan and the Strategic Plan by setting the following priorities:

1. Leading Devon County Council's Inputs to the Regional Spatial Strategy.
2. Devon Local Transport Plan (2006-11) Programme Delivery and Submission.
3. Leading Devon County Council's inputs to Local Development Frameworks.
4. Coordinating Devon County Council's role in New Communities and Major Development Proposals, particularly in respect of Sub-Regional Centres.
5. Transport strategy, planning, funding and delivery.
6. Coordinating Devon County Council's position regarding climate change, travel planning and sustainability appraisal.
7. Monitoring and research of data to inform policy development.

2. Spatial Planning, Transportation and Development Management Principal Services

Spatial Planning, Transportation and Development Management incorporates a far broader approach to the management of space than the traditional regulatory approach of land use planning. The key characteristics are coordinated policy development, achieving sustainable development and raising the profile of sustainability, a greater engagement with space and place, joined-up thinking, devolution of responsibility and a coordinated approach to managing development. This group brings together and integrates policies regarding the development and use of land with other policies and programmes which influence the nature of places and how they operate (e.g. health, transport and education). Its goal is to further the delivery of sustainable development in Devon and the region, integrating the competing resource demands of social, environmental and economic objectives.

Spatial Planning, Transportation and Development Management has responsibilities for the coordination and management of the development and use of land for matters that the County Council has an interest in, at all scales of the planning hierarchy, from the new LDFs to the new RSS for the South West. Team members are also involved in some of the most cutting-edge issues facing society, from climate change to car dependency and housing provision and helps produce and monitor Devon's Local Transport Plan. In particular it is at the forefront of the development of two new communities in Devon, at Cranbrook and Sherford, and negotiations with developers to ensure they become exemplar sustainable communities.

Development Management is responsible for:

- All minerals and waste development.
- Producing Local Development Frameworks which set out the type and location of developments that will be permitted in an area.
- Operating a Development Control system to process planning applications, and ensuring that proposed developments meet the requirements of the local and strategic plans.
- Monitoring the conditions attached to planning permission enforcement and Environmental Audit.

There is also a developing role for assisting the Regional Planning body in delivering its responsibility as a statutory consultee on planning applications determined by the district councils.

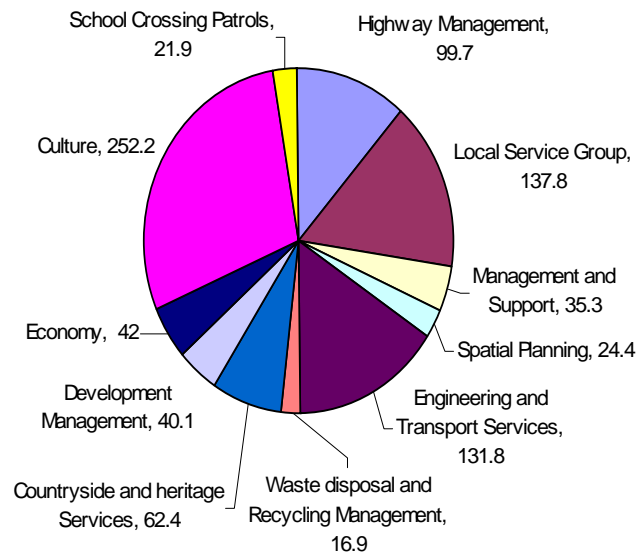
Spatial Planning and Transportation:

- Develops and maintains an up to date innovative and visionary strategic spatial framework within which the more detailed policies and programmes affecting Devon can be established (including its corporate, regional, sub regional and local frameworks) and assessing the impacts of future spatial changes.
- Secures the effective delivery of the key elements of this strategic framework – either directly (through the LTP process, Regional Planning and Sub Regional Planning processes) or indirectly (through strategic advice and influence on others).
- Undertakes monitoring and technical analysis / research in respect of key strategic issues – particularly relating to spatial policy issues and land use / transport strategy (e.g. monitoring the implementation of the Devon Structure Plan and Local Transport Plan).

We pursue the business area priorities by:

- Transportation Planning
- Policy Integration
- Regional, sub-regional and local planning
- Delivering the Local transport Plan
- Monitoring, research and analysis
- Development Management

EEC Staffing Data 2006/2007



**Environment, Economy & Culture Directorate
Proposed Structure - February 2006 – DRAFT**

Total 864.5 FTEs (revenue + externally funded)
Total Revenue expenditure, £134.5m, income £39.1m, net £95.4m
Total Capital Expenditure £63.18m

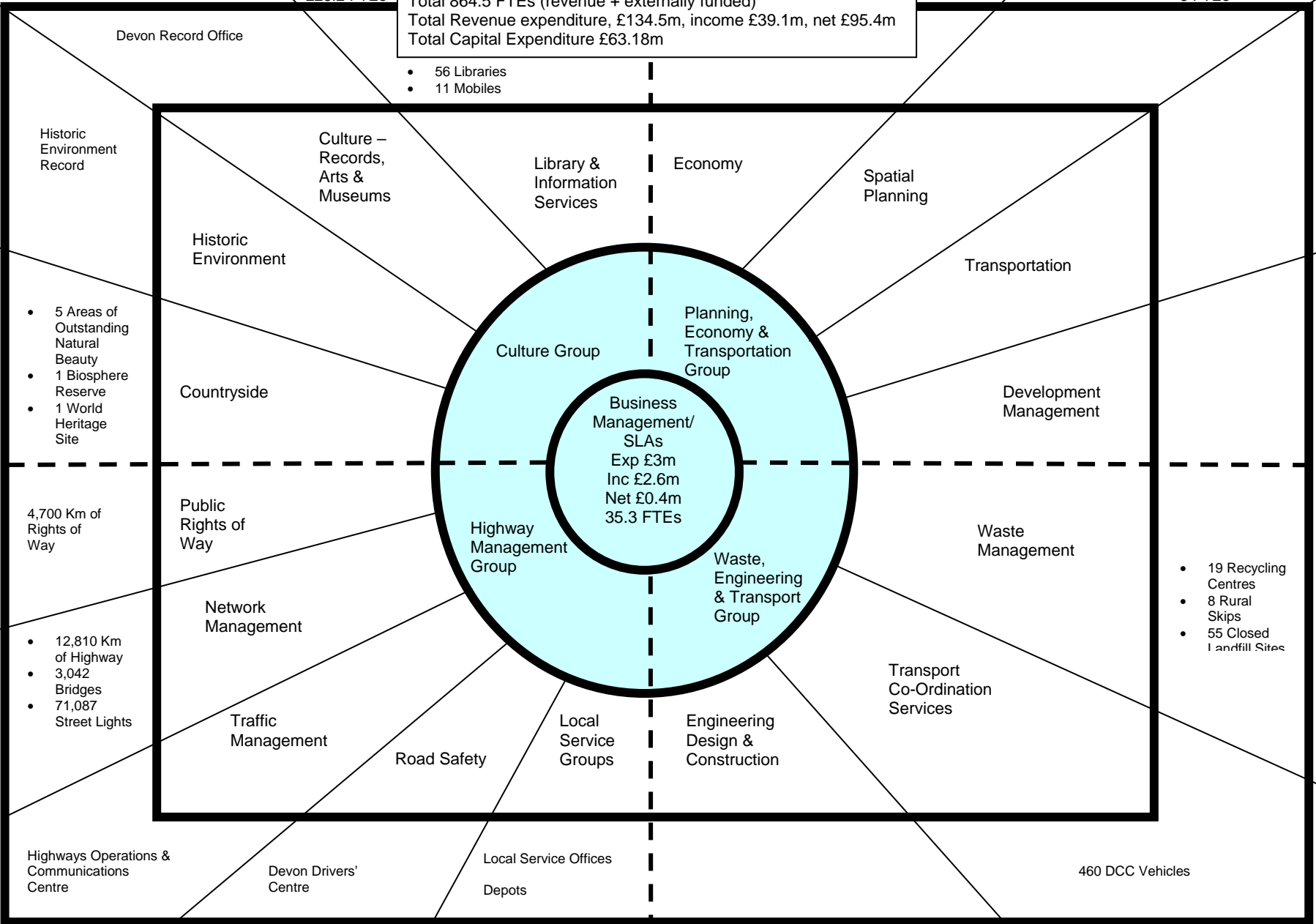
- 56 Libraries
- 11 Mobiles

Exp £1.6m
Inc £0.1m
Net £1.5m
23.9 FTEs

Exp £9.8m
Inc £1.0m
Net £8.8m
Cap £0.43m
228.2 FTEs

Exp £7.7m
Inc £6.1m
Net £1.6m
42 FTEs

Exp £0.5m
Inc £nil
Net £0.5m
Cap £0.3m
8 FTEs



Exp £0.4m
Inc £0.2m
Net £0.2m
11 FTEs

Exp £3.9m
Inc £1.2m
Net £2.7m
Cap £0.06m
25.9 FTEs

Exp £0.2m
Inc £nil
Net £0.2m
Cap £0.3m
17.9 FTEs

Exp £46.6m
Inc £4.9
Net £41.7m
Cap £0.7m
73.2 FTEs

Exp £1.0m
Inc £nil
Net £1.0m
16.4 FTEs

Exp £2.1m
Inc £0.8
Net £1.3m
40.1 FTEs

Exp £26.5m
Inc £1.7
Net £24.8m
Cap £3.4m
16.9 FTEs

Exp £18.2m
Inc £13.9
Net £4.3m
Cap £2.6m
45 FTEs

Historic Environment Record

- 5 Areas of Outstanding Natural Beauty
- 1 Biosphere Reserve
- 1 World Heritage Site

4,700 Km of Rights of Way

- 12,810 Km of Highway
- 3,042 Bridges
- 71,087 Street Lights

Highways Operations & Communications Centre

Culture – Records, Arts & Museums

Historic Environment

Countryside

Public Rights of Way

Network Management

Traffic Management

Devon Drivers' Centre

Exp £1.2m
Inc £0.8
Net £0.4m
48.5 FTEs (inc 21.9 School Crossing Patrols)

Library & Information Services

Culture Group

Highway Management Group

Road Safety

Local Service Offices
Depots

Exp £6.7m
Inc £0.6
Net £6.1m
Cap £28.1m
145.4 FTEs

Economy

Planning, Economy & Transportation Group

Waste, Engineering & Transport Group

Engineering Design & Construction

Local Service Groups

Exp £5.1m
Inc £5.2
Net - £0.1m
Cap £27.3m
86.8 FTEs

Spatial Planning

Transportation

Development Management

Waste Management

Transport Co-Ordination Services

460 DCC Vehicles

- 19 Recycling Centres
- 8 Rural Skips
- 55 Closed Landfill Sites

3. Finances

Our Resources

For 2006/2007, the Environment Economy and Culture Directorate are delivering our work programme to a budget of £152.1m made up of £95.4m revenue and £56.7m capital.

	£000s
Spatial Planning	1,483
Development Management	1,332
Total	2,815

Improvement and Efficiency Saving 2006/2007

The Spatial Planning, Transportation and Development Management team will seek to make efficiency savings through a range of mechanisms:

- Readjusting resources to meet fluctuating demands.
- Encouraging and inserting more flexible working arrangements.
- Conserving paper .
- Rationalising attendance at meetings.
- Training staff to do a range of core tasks in order to increase the team's capacity to deal with a range of projects, leading to increased quality of output.
- Implementation of Datawright software, and review and amend back office systems and procedures to increase efficiency.

4. Performance Management

The County Council has been awarded 4 stars by the Audit Commission and in order to retain this score, the Council will be required to manage its performance. The Directorate will manage its performance and seek continual improvement through using the structured, timetable **Performance Management Framework**.

This framework will be based on the **Directorate Management Plan Actions Plan** and monitored and reported quarterly to Directorate Management Board. **The Business Plan Actions** will report quarterly to Assistant Directors and feed into the timetabled DMB process. Quarterly results will be posted on the **intranet**. The results will be feed to Corporate Management Board and Members through **SPAR.NET**.

To support the Performance Framework, the Directorate will be using, amongst other things, the **EFQM Excellence Model**, **Best Value Reviews**, financial reporting on capital, revenue and improvement and efficiency savings, and business support performance indicators, e.g. **absence statistics**, **Health and Safety**, **Freedom of Information request**, **complaints compliments and suggestion statistics**, **employee figures** and local indicators.

The **staff survey** is undertaken annually and the results are used to ensure managers are aware of how staff feel. The survey provides management with the data and tools to seek continuous improvement for its employees.

A new staff survey page will be available on the Intranet in April 2006.

Community Strategy 'Goal' – A County for Everyone, Protecting and Improving our Outstanding Environment and Homes for All

Strategic Plan Priority: Improving Devon's Environment

Directorate Management Plan Priority: Ensure Devon County Council are significantly represented in the Regional Spatial Strategy and the Local Transport Plan

Business Plan Priority Implement the Traffic Management Act providing a comprehensive network

Strategic Plan Targets 2006/08	Business Plan targets that will provide outcomes to contribute to strategic/Directorate or Business Plan goals	Deadline (reviewed quarterly)	Accountable Officer (Responsible Officer-in brackets)	Risk to the Council if not achieved (5 Highest Risk)				Finances Resources Allocated (£)	Comments, Partners involved, mitigation against risk
				Financial Risk	Reputation at Risk	Operational Risk	Total		
1.6 million more local journeys made by bus or train	Submit the final Devon Local Transport Plan 2006-2011 to the Department for Transport by March 2006 and carry out appropriate follow-up work	March 2006 for submission (+ follow-up work)	Tony Matthews	4	4	4	12	Part of £37,000 [Staff time & expenses allocated to LTP Submission]	Main risk is the consequences of not submitting the LTP.
	Develop Work Place Travel Plans in priority areas.	Review Quarterly	Simon Timms (Gina Small)	1	1	1	3	Part of £67,000 [Staff time & expenses allocated to Travel Plans]	No significant risk
	Develop comprehensive transport strategies and associated infrastructure programmes for Exeter, Newton Abbot, and Barnstaple and Bideford for presentation in the Final Devon Local Transport Plan 2006-2011	Review Quarterly	Phil Dent	2	2	3	7	Part of £67,000 [Staff time & expenses allocated to Area Strategies]	Failing to achieve this target could have an impact on service provision.

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				Financial Risk	Reputation at Risk	Operational Risk	Total		
	In liaison with District Authorities, prepare advice based on LTP strategies for input to the LTF process.	Review Quarterly	Phil Dent	1	3	2	6	Part of 230,000 [Staff time & expenses allocated to LDF Inputs]	High reputation risk - feeding into LDF process as Section 4(4) Authority
1.6 million more local journeys made by bus or train	Develop and submit a bid to the DfT Transport Innovation Fund for a high quality bus initiative, congestion charging and demand management measures in Exeter.	Submit Business Case by July 2006	Phil Dent	3	3	1	7	£30,000 [Staff time & expenses allocated to TIF Bid]	Low operational risk - not getting TIF would not have a significant impact on service provision.
	Assess and identify transportation data collection needs for transport planning purposes.	Review Quarterly	Phil Dent	1	1	1	3	Part of £137,000 and £250,000 [Staff time & expenses allocated to Data and Transport Planning]	Low risk.

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				Financial Risk	Reputation at Risk	Operational Risk	Total		
	Analyse national and local transport planning data and trends as a basis for developing, justifying and monitoring individual initiatives and comprehensive strategies.	Review End March 2007	Phil Dent	2	1	1	4	Part of £137,000 [Staff time & expenses allocated to Data]	Higher financial risk than previous plan target because data is used for justifying initiatives & strategies
1.6 million more local journeys made by bus or train	Identify funding opportunities including S106 agreements and negotiate to enable the delivery of area transport strategies,	Review End March 2007	Phil Dent	4	2	1	7	Part of £33,000 [Staff time & expenses allocated to Section 106 Negotiations]	Higher financial risk because risk of not getting necessary funding.
	Undertake transport modelling in Exeter, Newton Abbot and Barnstaple to provide an understanding and justification for future transport policies.	Review End March 2007	Phil Dent	2	1	1	4	£70,000 [Staff time & expenses allocated to Transport Modelling]	Financial risk because it is expensive to hire consultants to do this work.

Community Strategy 'Goal' – A County for Everyone, Protecting and Improving our Outstanding Environment and Homes for All

Strategic Plan Priority: Improving Devon's Environment

Directorate Management Plan Priority: Ensure Devon County Council are significantly represented in the Regional Spatial Strategy and the Local Transport Plan

Business Plan Priority Co-ordinating Devon's role in the new communities and major development proposals

Strategic Plan Targets 2006/08	Business Plan targets that will provide outcomes to contribute to strategic/Directorate or Business Plan goals	Deadline (reviewed quarterly)	Accountable Officer (Responsible Officer-in brackets)	Risk to the Council if not achieved (5 Highest Risk)				Finances Resources Allocated (£)	Comments, Partners involved, mitigation against risk
				Financial Risk	Reputation at Risk	Operational Risk	Total		
Improving Devon's Environment	Work with the Highways Agency and other authorities / agencies in achieving seamless transport provision throughout the County, and especially in relation to the planned New Communities.	Review End March 2007	Phil Dent	3	3	1	7	Part of £160,000 [Staff time & expenses allocated to LTP Delivery] & £67,000 [Area Strategies] & £130,000 [New Communities]	Moderate financial and reputation risk because New Communities are adopted Devon Structure Plan proposals, and not achieving seamless transport provision could result in negative publicity.
	Complete 106 Agreement negotiations to secure DCC Infrastructure.	Review end March 2007	Malcolm Baker (Brian Hensley)	4	3	3	10		
	Sherford New Community-Respond to Planning Application and secure DCC infrastructure.	Review 2007	Malcolm Baker (Brian Hensley)	4	3	3	10		
	Review of Section 106 process in light of emergent government guidance.	March 2007	Malcolm Baker (Brian Hensley)	4	3	2	9		

Community Strategy 'Goal' – A County for Everyone, Protecting and Improving our Outstanding Environment and Homes for All

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Strategic Plan Targets 2006/08	Business Plan targets that will provide outcomes to contribute to strategic/Directorate or Business Plan goals	Deadline (reviewed quarterly)	Accountable Officer (Responsible Officer-in brackets)	Risk to the Council if not achieved (5 Highest Risk)				Finances Resources Allocated (£)	Comments, Partners involved, mitigation against risk
				Financial Risk	Reputation at Risk	Operational Risk	Total		
Improving Devon's Environment	Prepare and publish mineral and waste development frame documents.	July 2007	Malcolm Baker (Stewart Redding)	3	2	2	7		
Reduced levels of traffic pollution in all designated air quality management areas	Assist District Authorities in the development of Air Quality Action Plans and define appropriate air quality strategies	Review End March 2007	Phil Dent	1	3	1	5	£27,000 (Staff time & expenses allocated to Air Quality)	Air quality is one of the four shared LTP priorities with the government.
	Provide statutory response to air quality problems.	Review End March 2007	Phil Dent	1	3	2	6		DCC has a statutory duty as a local transport authority to carry out this work.

Community Strategy 'Goal' – A County for Everyone, Protecting and Improving our Outstanding Environment and Homes for All

Strategic Plan Priority: Making Devon Greener and Improving Devon's Environment

Directorate Management Plan Priority: Ensure Devon County Council are significantly represented in the Regional Spatial Strategy and the Local Transport Plan

Business Plan Priority: Coordinating Devon County Council's position regarding climate change

Strategic Plan Targets 2006/08	Business Plan targets that will provide outcomes to contribute to strategic/Directorate or Business Plan goals	Deadline (reviewed quarterly)	Accountable Officer (Responsible Officer-in brackets)	Risk to the Council if not achieved (5 Highest Risk)				Finances Resources Allocated (£)	Comments, Partners involved, mitigation against risk
				Financial Risk	Reputation at Risk	Operational Risk	Total		
Making Devon Greener	Lead DCC's corporate approach to addressing climate change issues	Review Quarterly	Ian Bateman	2	4	3	9	£73,000 [Staff time & expenses allocated to Climate Change]	Difficult to adequately estimate the risk to DCC of not addressing climate change issues. Risks could be as much as 15!
	Publish, implement and monitor DCC's Climate Change Strategy	Review Quarterly	Ian Bateman	1	2	2	5		No significant risks of not publishing a climate change strategy, though could affect operation and reputation.

Community Strategy 'Goal' – A County for Everyone and Protecting and Improving our Outstanding Environment									
Strategic Plan Priority: Improving Devon's Environment and Celebrating Devon's Culture									
Directorate Management Plan Priority: Deliver schemes in the Local Transport Plan and promote and enhance Devon's Culture									
Business Plan Priority: Coordinate Devon County Council's position regarding travel planning									
Strategic Plan targets 2006/08	Business Plan targets that will provide outcomes to contribute to strategic/Directorate or Business Plan goals	Deadline (reviewed quarterly)	Accountable Officer (Responsible Officer-in brackets)	Risk to the Council if not achieved (5 Highest Risk)				Finances Resources Allocated (£)	Comments, Partners involved, mitigation against risk
				Financial Risk	Reputation at Risk	Operational Risk	Total		
Significant growth in cultural tourism, including the promotion of Devon's 'icon' visitor attractions & better public understanding of the cultural opportunities Devon has to offer									
Increased participation In walking, cycling and horse riding and increased satisfaction with information about access to the countryside.	Managing the promotion and development of NCN 2 in South and East Devon and the DCC/Sustrans Community Ranger Partnership scheme for the NCN	Review End March 2007	Simon Timms (Robin Bevis)	1	1	1	3	Part of £140,000 (Staff time & expenses allocated to NCN/Cycling)	

Community Strategy 'Goal' – A County for Everyone and Protecting and Improving our Outstanding Environment

Strategic Plan Priority: Improving Devon's Environment

Directorate Management Plan Priority: Deliver schemes in the Local Transport Plan and Improve Devon's Environment

Business Plan Priority: Coordinate Devon County Council's position regarding travel planning

Strategic Plan targets 2006/08	Business Plan targets that will provide outcomes to contribute to strategic/Directorate or Business Plan goals	Deadline (reviewed quarterly)	Accountable Officer (Responsible Officer-in brackets)	Risk to the Council if not achieved (5 Highest Risk)				Finances Resources Allocated (£)	Comments, Partners involved, mitigation against risk
				Financial Risk	Reputation at Risk	Operational Risk	Total		
Increased participation In walking, cycling and horse riding and increased satisfaction with information about access to the countryside.	Project Managing Devon County Council's Input to the Exeter Cycle Demonstration Town Programme	Review Quarterly	Zsolt Schuller	3	2	1	6	Part of £140,000 [Staff time & expenses allocated to NCN/Cycling]	Reliant on grant funding matched by DCC funding

Community Strategy 'Goal' – A County for Everyone and Protecting and Improving our Outstanding Environment

Strategic Plan Priority: Improving Devon's Environment

Directorate Management Plan Priority: Ensure County Council are significantly represented in the Regional Spatial Strategy and the Local Transport Plan and improve Devon's Environment

Business Plan Priority: Coordinate Devon County Council's role in new communities and major developments

Strategic Plan targets 2006/08	Business Plan targets that will provide outcomes to contribute to strategic/Directorate or Business Plan goals	Deadline (reviewed quarterly)	Accountable Officer (Responsible Officer-in brackets)	Risk to the Council if not achieved (5 Highest Risk)				Finances Resources Allocated (£)	Comments, Partners involved, mitigation against risk
				Financial Risk	Reputation at Risk	Operational Risk	Total		
Meeting the needs of Devon's growing population in ways that protect and enhance the environment and support the use of brownfield sites for new development wherever possible	Coordinate DCC inputs to LDFs	Review End March 2007	Joe Keech	1	4	3	8	Part of £230,000 [Staff time & expenses allocated to LDF Inputs]	Affects more than just DCC staff and many DCC service areas.
	Ensure consistency of LDFs with the Devon LTP	Review Quarterly	Joe Keech	1	3	3	7		Essential to delivering LTP objectives
	Provide response to formal consultation on LDFS	Review Quarterly	Joe Keech	1	3	2	6		Failure to respond could lead to adverse publicity in public domain

Community Strategy 'Goal' – A County for Everyone and Protecting and Improving our Outstanding Environment									
Strategic Plan Priority: Improving Devon's Environment									
Directorate Management Plan Priority: Ensure Devon County Council are significantly represented in the Regional Spatial Strategy and the Local Transport Plan and Improve Devon's Environment									
Business Plan Priority: Ensure Devon County Council are significantly represented in the Regional Spatial Strategy									
Strategic Plan Target 2006/08	Business Plan targets that will provide outcomes to contribute to strategic/Directorate or Business Plan goals	Deadline (reviewed quarterly)	Accountable Officer (Responsible Officer-in brackets)	Risk to the Council if not achieved (5 Highest Risk)				Finances Resources Allocated (State £)	Comments, Partners involved, mitigation against risk
				Financial Risk	Reputation at Risk	Operational Risk	Total		
Meeting the needs of Devon's growing population in ways that protect and enhance the environment and support the use of brownfield sites for new development wherever possible]	Presentation and preparation of evidence for DCC at the RSS Examination in Public (EIP)	Preparation of Evidence – December 2006	Joe Keech	1	4	2	7	£47,000 (Staff time & expenses allocated to RSS EIP)	Not contributing to RSS and presenting DCC's case at RSS EIP could be a significant risk.
		Presentation to RSS EIP – Spring 2007							
	Assist with the delivery and provide a County Council lead on the master planning, LDF, AAP and planning application for the Cranbrook New Community and other associated development in East Devon	Review End March 2007	Joe Keech	3	3	4	10	Part of £130,000 (Staff time & expenses allocated to New Communities)	New communities are essential to DCC's vision for more sustainable development in Devon, and impact on the responsibilities/work of the whole organisation.

Community Strategy 'Goal' – A County for Everyone and Protecting and Improving our Outstanding Environment									
Strategic Plan Priority: Improving Devon's Environment									
Directorate Management Plan Priority: Ensure Devon County Council are significantly represented in the Regional Spatial Strategy and the Local Transport Plan and Improve Devon's Environment									
Business Plan Priority: Leading Devon County Council's input to Local Development Frameworks									
Strategic Plan Target 2006/08	Business Plan targets that will provide outcomes to contribute to strategic/Directorate or Business Plan goals	Deadline (reviewed quarterly)	Accountable Officer (Responsible Officer-in brackets)	Risk to the Council if not achieved (5 Highest Risk)				Finances Resources Allocated (State £)	Comments, Partners involved, mitigation against risk
				Financial Risk	Reputation at Risk	Operational Risk	Total		
Meeting the needs of Devon's growing population in ways that protect and enhance the environment and support the use of brownfield sites for new development wherever possible	Assist with the delivery and provide a County Council lead on the master planning, LDF, AAP and planning application for the Sherford New Community and other associated development in the South Hams	Review End March 2007	Joe Keech	3	3	4	10	Part of £130,000 (Staff time & expenses allocated to New Communities)	New Communities are essential to DCC's vision for more sustainable development in Devon, and impact on the responsibilities/work of the whole organisation.
	Assist with the delivery and provide a County Council lead on the master planning, LDF, and AAP of Newton Abbot development proposals	Review End March 2007	Joe Keech	2	2	3	7	Part of £130,000 (Staff time & expenses allocated to New Communities) & £67,000 (Area Strategies)	Risks not as great as Sherford and Cranbrook (Newton Abbot is not a PUA and less strategic)

Community Strategy 'Goal' – A County for Everyone and Protecting and Improving our Outstanding Environment									
Strategic Plan Priority: Improving Devon's Environment									
Directorate Management Plan Priority: Ensure Devon County Council are significantly represented in the Regional Spatial Strategy and the Local Transport Plan and Improve Devon's Environment									
Business Plan Priority: Deliver Devon Local Transport Plan									
Strategic Plan Target 2006/08	Business Plan targets that will provide outcomes to contribute to strategic/Directorate or Business Plan goals	Deadline (reviewed quarterly)	Accountable Officer (Responsible Officer-in brackets)	Risk to the Council if not achieved (5 Highest Risk)				Finances Resources Allocated (State £)	Comments, Partners involved, mitigation against risk
				Financial Risk	Reputation at Risk	Operational Risk	Total		
Encourage developers to design and build new buildings in accordance with national environmental best practice	Adopting procedures for the implementation of the European Strategic Environmental Assessment Directive	Review end March 2007	Simon Timms	1	3	2	6	£63,000 (Staff time & expenses allocated to SEAs/ SAs)	Risk of negative publicity associated with not achieving high sustainability standards.
Make it easier for people to use alternative forms of transport to the car	Lead on implementation of 'Accessibility Planning' and maintain the provision and funding of rural and community transport through the Devon LTP.	Review End March 2007	Simon Timms (Roland Pyle)	1	2	3	6	Part of £160,000 & £67,000	Failure to deliver accessibility improvements could affect reputation and service provision.
	Reduce need for County Council employees to travel to work by car.	Review Quarterly	Simon Timms (Gina Small)	2	1	3	6	Part of £67,000 (Staff time & expenses allocated to Travel Plans)	Potential employees may choose not to work at DCC. Car-free day could disrupt provision of certain DCC services.

Community Strategy 'Goal' – A County for Everyone and Protecting and Improving our Outstanding Environment									
Strategic Plan Priority: Improving Devon's Environment									
Directorate Management Plan Priority: Ensure Devon County Council are significantly represented in the Regional Spatial Strategy and deliver schemes in the Local Transport Plan									
Business Plan Priority: Local Transport Plan programme delivery, co-ordinate Devon County Council's position on travel planning									
Strategic Plan Target 2006/08	Business Plan targets that will provide outcomes to contribute to strategic/Directorate or Business Plan goals	Deadline (reviewed quarterly)	Accountable Officer (Responsible Officer-in brackets)	Risk to the Council if not achieved (5 Highest Risk)				Finances Resources Allocated (State £)	Comments, Partners involved, mitigation against risk
				Financial Risk	Reputation at Risk	Operational Risk	Total		
Make it easier for people to use alternative forms of transport to the car	Lead on implementation of 'Accessibility Planning' and maintain the provision and funding of rural and community transport through the Devon LTP.	Review End March 2007	Simon Timms (Roland Pyle)	1	2	3	6	Part of £160,000 & £67,000	Failure to deliver accessibility improvements could affect reputation and service provision.
	Reduce need for County Council employees to travel to work by car.	Review Quarterly	Simon Timms (Gina Small)	2	1	3	6	Part of £67,000	Potential employees may choose not to work at DCC. Car-free day could disrupt provision of certain DCC services.

Community Strategy 'Goal' – A County for Everyone and Protecting and Improving our Outstanding Environment									
Strategic Plan Priority: Improving Devon's Environment									
Directorate Management Plan Priority: Ensure Devon County Council are significantly represented in the Regional Spatial Strategy and deliver schemes in the Local Transport Plan									
Business Plan Priority: Coordinate Devon County Council's role in major developments									
Strategic Plan Target 2006/08	Business Plan targets that will provide outcomes to contribute to strategic/Directorate or Business Plan goals	Deadline (reviewed quarterly)	Accountable Officer (Responsible Officer-in brackets)	Risk to the Council if not achieved (5 Highest Risk)				Finances Resources Allocated (£)	Comments, Partners involved, mitigation against risk
				Financial Risk	Reputation at Risk	Operational Risk	Total		
Make it easier for people to use alternative forms of transport to the car	Assess the impacts of major developments, and negotiate appropriate transport improvements and funding packages in co-ordination with area transport strategies.	Review End March 2007	Phil Dent	3	2	3	8	Part of £90,000 & £70,000 [Staff time & expenses allocated to Transport Assessments and Transport Modelling]	Could have a financial risk if appropriate funding packages are not negotiated, and an operational risk in terms of delivering Devon LTP objectives.

Strategic Plan Supporting Strategy: Partnership Working and Connecting with Devon's Communities									
Strategic Plan Supporting Strategy 2006/08	Business Plan targets that will provide outcomes to contribute to strategic/Directorate or Business Plan goals	Deadline (reviewed quarterly)	Accountable Officer (Responsible Officer-in brackets)	Risk to the Council if not achieved (5 Highest Risk)				Finances Resources Allocated (£)	Comments, Partners involved, mitigation against risk
				Financial Risk	Reputation at Risk	Operational Risk	Total		
Partnership Working	Carry out conformity assessments regarding the Devon Structure Plan and RSS (for SWRA)	Review Quarterly	Joe Keech	1	3	2	6	Part of £177,000	Reputation risk because of DCC's statutory function as strategic planning authority
	Developing accessibility planning with both internal and external partners	Review End March 2007	Roland Pyle	2	2	1	5	Part of £250,000	DCC is at the forefront of accessibility planning in UK. Risks may increase over time
	Working with partners to address Climate Change	Review End March 2007	Ian Bateman	2	4	3	9	Part of £74,000	Difficult to estimate the risks and consequences of not working with partners to address this issue, but could be significant

Strategic Plan Supporting Strategy: Delivering Through People									
Business Plan Strategy 2006/07	Business Plan targets that will provide outcomes to contribute to strategic/Directorate or Business Plan goals	Deadline (reviewed quarterly)	Accountable Officer (Responsible Officer-in brackets)	Risk to the Council if not achieved (5 Highest Risk)				Finances Resources Allocated (£)	Comments, Partners involved, mitigation against risk
				Financial Risk	Reputation at Risk	Operational Risk	Total		
Promote culture of continuous improvement in Business Management	Quarterly monitoring of Strategic Plan priorities, Directorate priorities, key service priorities and key indicators	Review Quarterly	Business Managers	1	1	1	3	Managing Spatial Planning Work [No Specific Financial Allocation]	Low risk to DCC, though it could significantly affect work of SPG.
	Regular monitoring of Best Value Performance Indicators	Review Quarterly	Business Managers	1	1	1	3		Low risk to DCC, though it could significantly affect work of SPG.
	Attend meetings of Department Management Team and implement recommendations	Review Quarterly	Business Managers	1	1	2	4		Higher operational risk because affects more than just SPG Staff.
Management of Section and development of culture of continuous improvement	Contribute to CPA	Review End March 2007	Roland Pyle	3	2	2	7	Part of £87,000 [Staff time & expenses allocated to Corporate Work]	Significant attention within DCC with potential to reach public domain.
	Contribute to LPSA Processes and LAA Development and Implementation	Review End March 2007	Joe Keech	3	3	2	8		Significant attention within DCC with potential to reach public domain.

Strategic Plan Supporting Strategy: Delivering Through People									
Business Plan Strategy 2006/07	Business Plan targets that will provide outcomes to contribute to strategic/Directorate or Business Plan goals	Deadline (reviewed quarterly)	Accountable Officer (Responsible Officer-in brackets)	Risk to the Council if not achieved (5 Highest Risk)				Finances Resources Allocated (£)	Comments, Partners involved, mitigation against risk
				Financial Risk	Reputation at Risk	Operational Risk	Total		
Management of Section and development of culture of continuous improvement	Implement programme of work of the Business Plan	Review Quarterly	Business Managers	1	1	1	3	Managing Spatial Planning Work Projects & Staff [No Specific Financial Allocation]	Low risk to DCC, though it could significantly affect work of SPG.
	Attend Business Meetings as required and implement recommendations	Review Quarterly	Business Managers	1	1	1	3		Low risk to DCC, though it could significantly affect work of SPG.
	Attend Team / ROC Meetings as required and implement recommendations	Review Quarterly	All Staff	1	1	1	3		Low risk to DCC, though it could significantly affect work of SPG.
	100% of Annual Appraisals / half annual appraisals achieved by June 2006.	Review Bi-Annually	Business Managers	1	1	1	3		Low risk to DCC. Could significantly affect work and ambitions of SPG staff.
Management of Staff	Use Competency Testing to identify skills to better target training and use of skills	Review Quarterly	Business Managers	1	1	1	3	Managing Spatial Planning Work Projects & Staff [No Specific Financial Allocation]	Low risk to DCC. Could significantly affect work and technical skills of SPG staff.
	Recognise and acknowledge the implications of Job Evaluation for the Spatial Planning Group	Review Quarterly	Business Managers	2	1	1	4		Difficult to adequately assess the financial implications to DCC

Strategic Plan Supporting Strategy: Delivering Through People									
Business Plan Strategy 2006/07	Business Plan targets that will provide outcomes to contribute to strategic/Directorate or Business Plan goals	Deadline (reviewed quarterly)	Accountable Officer (Responsible Officer-in brackets)	Risk to the Council if not achieved (5 Highest Risk)				Finances Resources Allocated (£)	Comments, Partners involved, mitigation against risk
				Financial Risk	Reputation at Risk	Operational Risk	Total		
Management of Staff	Hold bi-monthly CPD Breakfast Meetings	Review Quarterly	Business Managers	1	1	1	3	Managing Spatial Planning Work Projects & Staff Development [No Specific Financial Allocation]	Low risk to DCC. Could significantly affect work, enthusiasm and morale of SPG.
	Establish competent usage of IT through passing appropriate ECDL tests and training on specialist software i.e. modelling, GIS		Business Managers	1	1	2	4		Minor operational risk of staff failing to be competent in IT use.
Continual Process of Training and CPD	Set up mentoring arrangements for staff to enable staff development		Business Managers	1	1	1	3		Low risk to DCC, though it could significantly affect work of SPG, especially younger members.
	Make provision for CPD and Professional Development Training to improve workforce abilities and professional expertise		Business Managers	1	1	1	3		Low risk to DCC, though it could significantly affect work of SPG.
	Develop internal training modules and encourage all staff new to DCC to complete them.		Business Managers	1	1	1	3		Low risk to DCC, though it could affect SPG staff development.

Strategic Plan Supporting Strategy: Delivering Through People									
Business Plan Strategy 2006/07	Business Plan targets that will provide outcomes to contribute to strategic/Directorate or Business Plan goals	Deadline (reviewed quarterly)	Accountable Officer (Responsible Officer-in brackets)	Risk to the Council if not achieved (5 Highest Risk)				Finances Resources Allocated (£)	Comments, Partners involved, mitigation against risk
				Financial Risk	Reputation at Risk	Operational Risk	Total		
Continual Process of Training and CPD	Attend Senior Management Meetings	Review Quarterly	Business Managers	1	1	1	3	Managing Spatial Planning Work Projects & Staff Development [No Specific Financial Allocation]	Low risk to DCC, though it could affect staff development.
	Maximise use of intranet for increased communications between staff		All Staff	1	1	1	3		Low risk to DCC, though it could significantly affect work of SPG.
Improved Communications	Use Milestone and SPG Weekly Bulletin to make others aware of issues/achievements associated with work		All Staff	1	1	1	3		Low risk to DCC, though it could significantly affect work of SPG and communications within group.
Sustainable Office Practices	Minimise use of energy		All Staff	1	2	1	4		Minor Risk to DCC's Reputation
	Promote sustainable working practices		All Staff	1	2	1	4		Minor Risk to DCC's Reputation
	Promote reduction and recycling of waste		All Staff	1	2	1	4		Minor Risk to DCC's Reputation

Strategic Plan Supporting Strategy: Delivering Through People									
Business Plan Strategy 2006/07	Business Plan targets that will provide outcomes to contribute to strategic/Directorate or Business Plan goals	Deadline (reviewed quarterly)	Accountable Officer (Responsible Officer-in brackets)	Risk to the Council if not achieved (5 Highest Risk)				Finances Resources Allocated (£)	Comments, Partners involved, mitigation against risk
				Financial Risk	Reputation at Risk	Operational Risk	Total		
Monitoring and Review	Monitoring and reviewing the progress and effectiveness of the Devon Local Transport Plan and the preparation of Annual Progress Reports	Review Quarterly	Matthew Scriven	3	3	3	9	Part of £160,000 and £137,000 [Staff time & expenses allocated to LTP Delivery and Data]	High risk because it affects government grants, the work of different DCC service areas and its initiatives and schemes
	Monitor and, where appropriate coordinate DCC's response to European, UK, regional and local consultations	Review End March 2007	Simon Timms	1	3	2	6	Part of £67,000 [Staff time & expenses allocated to Policy Integration Group]	High reputation risk because it affects a significant group of stakeholders.
	Establish core data requirements of the SP Group	Spring 2007	Joe Keech	1	2	1	4	Part of £137,000 [Staff time & expenses allocated to Data]	

Strategic Plan Supporting Strategy: Delivering Through People									
Business Plan Strategy 2006/07	Business Plan targets that will provide outcomes to contribute to strategic/Directorate or Business Plan goals	Deadline (reviewed quarterly)	Accountable Officer (Responsible Officer-in brackets)	Risk to the Council if not achieved (5 Highest Risk)				Finances Resources Allocated (£)	Comments, Partners involved, mitigation against risk
				Financial Risk	Reputation at Risk	Operational Risk	Total		
Monitoring and Review	Provide data / information required for LDF preparation	Review End March 2007	Joe Keech	1	4	2	7	Part of £230,000 [Staff time & expenses allocated to LDF Inputs]	High reputation risk because it is a statutory role for DCC under PPS12.
	Monitor and assess strategic change in respect of the Structure Plan, RSS and its sub regional elements within Devon	Review End March 2007	Joe Keech	1	3	1	5	Part of £47,000 and £137,000 [Staff time & expenses allocated to RSS and Data]	Risk is associated with DCC's statutory function as the strategic planning authority.
	Identify data gaps and priorities for research/analysis	Review Quarterly	Joe Keech	1	2	1	4	Part of £137,000 [Staff time & expenses allocated to Data]	
	Additional technical work / evidence preparation for the draft RSS	Spring 2007	Joe Keech	1	3	1	5	Part of £47,000 [Staff time & expenses allocated to RSS]	Reputation risk associated with function as Section 4(4) Authority

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